Me2We Safety and Security Review: India

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Introduction: Executive Summary

This document serves to provide an overview of observations and findings at various accommodations, build sites and participant activities toured and inspected while in Udaipur, India over a 5 day period. The views and recommendations are based on discussion with in-country staff, facility managers, security personnel, Me2We facilitators and trip participants.

In order to achieve this goal the in-country staff were asked frank and honest questions about the issues they face in order to ensure the guests have the best and safest experience possible. Specific risks and/or dangers were noted and are presented to ensure due diligence is addressed in the area of risk management.

Me to We’s operations in the Udaipur Rajasthan area of India have been in operation for quite some time and through their community engagement strategy have developed a strong working relationship with the communities they serve. The local governments are supportive of the initiative taken on by Me to We and appreciate the assistance provided to local schools and villages.

Participants arrive in Udaipur at the Maharana Pratap Airport and depending on arrival times, participants are either transported to local secure accommodations in town for an overnight stay or transported to the various accommodations near their prospective build sites about 2 hours outside the city. Depending on availability at the main camp at the Araveli Camp, some participants are transported to secondary accommodation. These accommodations provide safe and secure rooms and are vetted by country staff to ensure safety and security in all aspects including food preparation and guard services.

Participants are transported to and from to build sites and cultural experiences during daylight hours only, in fully equipped passenger vans, complete with seat belts and other equipment including extra water and supplies. Once the participants complete a tour, depending on their flight time, participants are returned to Udaipur for an overnight stay until their flight home. Depending on flight times, participants may tour local temples, walk through the old city or tour the City Palace.

The build and camps sites in the Udaipur area consistently work towards meeting the parameters set out by the risk management team but are presented with the most common challenge of quick access to care in the case
of medical emergencies. Recommendations listed in the conclusion of this report include the acquisition of equipment including a portable defibrillator (AED).

During our discussions with facilitators, there was a common request to obtain further training in the area of how to deal with mental health issues of participants during a trip. Other recommendations include a continued emphasis on the vehicle transport maintenance and driver selection as road travel throughout the varied terrain of the region will continue to be the largest risk.

After the review, it is evident that operations in India work well within the risk management framework provided by the Me to We Risk Management team. It should be noted, however, that each location visited, although similar in many ways, can face very different and unique risk management issues.

**Area Overview: Udaipur, Rajasthan State, India**

- Current population: 598,685 (2014);
- Location: Rajasthan, India, southwest of capital, Jaipur;
- Current Political Situation: Appears to be stable under the rule of the current governor of the Indian State of Rajasthan since September 2014, Kalyan Singh. The Maharna Mahendra Singh Mewar of Royal Family of Udaipur is the current symbolic leader;
- Major roads and highways are in good condition and well maintained, roads leading to build sites and communities are poorly maintained;
- Tourism is a major component of the local economy and the area is a common destination for local and international travelers due to its many temples, Lake Palace, man-made lakes and mountainous backdrop;
- The Rajasthan Police presence in the area is noticeable and both police and military presence was observed while travelling throughout the area; according to reports the Rajasthan Police has “firmly and professionally” dealt with crime issues while effectively protecting the areas interests along the 1,040 km border with Pakistan.
Advisories

Currently, there are NO Government of Canada (GOC) travel advisories other than cautions to avoid large gathering places frequented by local population including places of worship and shopping malls due to the threat of terrorism.

Travel to the immediate areas near the border with Pakistan is not recommended nor do participants travel anywhere near this area.

Police and security force presence decreases as one travels further from the major centers and roads become more dangerous at night. Although there have not been any major political demonstrations recently, government agencies warn that peaceful protests can turn violent quickly.

India has several seismically active areas with the most recent earthquake in neighbouring Nepal felt as far away as Delhi.

Participants are required to obtain VISA's prior to arrival in India.

As Me to We operations are in the area of Udaipur, major tourist and shopping areas are not frequented by participants and the warnings generally DO NOT apply to the areas that participants attend. Facilitators at each location monitor the day’s activities and timelines ensuring the participants travel only during daylight, with the exception of travel to the airport due to flight schedules.

Air Travel: Maharana Pratap Airport, Udaipur

[Image of Maharana Pratap Airport, Udaipur]
The Maharana Pratap Airport, considered a domestic airport, is located 22km outside Udaipur and is the main airport for arriving participants from around the world. It provides an appropriate level of safety and security for travelers and there is a great deal of police and military presence both in and outside the terminal. Armed police and military personnel are observed around the airport and in the area of the runway and airplane gates. The airport is the only airport used to transport participants and completed its most recent upgrades in 2008.

The roads leading to and from the airport are in good condition lined with business and industrial areas along with a steady flow of traffic. The level of security including police and proper security screening meet those of North American standards. The airport is both clean well organized, the arrival and departure areas were modern and travellers can feel safe and secure.

No issues related to traveller or participant safety were noted and it is recommended that the country staff continue to use this airport as points of entry and exit.

**Transportation**

Me to We participants travel extensively by road to various cultural experiences, build sites and accommodations. Participants travel in small buses designed for the varying terrain in Udaipur.

The drivers abstract is obtained and each is vetted by in country staff. The drivers are full time professional operators who have been driving these types of vehicles for many years. In speaking with the drivers they were satisfied with the physical or structural ability of the vehicles to safely transport participants to the destinations requested.

In discussion with logistics and transportation manager, Rajdeep, it was determined that the driver and vehicles are contracted by Patel Tourism Travels. Patel Travel maintains the vehicles to the highest standard and the drivers are trained separately, certified by the tourism department and meet the standards set by the risk management team.

A site inspection of the buses used to transport participants to and from the build sites revealed a reliable vehicle with comfortable seating and equipped with seatbelts. The buses are unmarked with slightly tinted windows which reduce exposure to the sun.
Below are a few of the features noted in each bus that benefits safety:
+ The vehicles are 20 passenger buses equipped with seat belts;
+ The vehicles are standard transmission allowing for added power and gearing when needed;
+ The buses are all newer model maintained by in country staff;
+ The vehicles are equipped with tinted window and air conditioning;

Me to We India has been using the contracted company for the last six years and as a result the participants are able to travel to and from their destinations in a safe and secure environment.

**Road Travel: Udaipur and Kelwara**

The main roads used by Me2We from the airport and overnight accommodations are mostly in very good condition. The main roads leading from the airport through Udaipur and onto the camp in Kelwara and build sites nearby are of suitable quality and maintained. Roads leading from the main roads to some build sites are in poor condition but remain passable for vehicles utilized.
Road travel throughout any country where Me to We operates will continue to be one of the major risk factors and country staff will need to continue to place great emphasis on vehicle maintenance and driver selection and monitoring.

**Medical Response and Facilities:**

The closest *major* medical facility to the camps and build sites is located in Udaipur at the GBH American Hospital and is approximately one hour travel by road. In country staff have pre-screened the hospital and advise that there are number of specialists available if needed and have arranged for a female doctor to be available 24/7.

In sourcing out the hospital, diversification in all medical disciplines was necessary to meet the standards set by the risk management team. Although clients are required to make payment up front for medical services, in country staff have met with hospital administrators to ensure treatment is timely and professional. The time distance ratio to the hospital from each camp and build site presents an issue in the event of major medical situation as there is no access to air rescue. This issue creates a greater emphasis on the need for strong enforcement of safety and security protocols by the facilitators and country staff.

![GBH American Hospital, Udiapur](Source: Google Images)

In the event of a *minor* medical issue, the closest local medical faculties are located at Bhanpura and Kelwara Government Hospitals. These facilities, although close, would be considered in the event where time was of the issue and the patient could not be taken to GBH American Hospital in Udaipur (ie.
Snake bite. Camp staff currently stocks their own supply of anti-venom and anti-allergy medicine as required.

To ensure prompt service in the event of an incident, in-country staff has also developed a relationship with the local physician Dr. Sharma at the Kelwara Government Hospital. Dr. Sharma assured us that he is available on a 24 hour basis and retains his own stock of anti-venom and anti-allergic medicine in cases of emergency.

Although the area is noted to be at risk of malaria, there is a relatively low risk of sickness due to the use of preventative measures including medication, mosquito nets and repellent. Participants are always encouraged to seek and adhere to the medical advice given to them by their family physician prior to arrival.

**Accommodation (Udaipur): Hilltop Palace Hotel**

The Hilltop Palace Hotel located within walking distance to the Me to We office in Udaipur and serves as overnight accommodations for participants requiring early departure flights. The hotel located at the top of a hill overlooking the city provides an incredible vantage point of the surrounding area. The hotel is a popular accommodation for tourists and provides a safe and secure location.

Hilltop Palace Hotel (Source: Google Images)
Its features include:

+ Located approximately 20 minutes from the airport;
+ Off major road with easy access;
+ Private, gated and secure fencing;
+ Regulated to government standards;
+ Good proximity to medical facilities if required;
+ Security/Surveillance cameras.

An inspection of the facilities showed that the facilities are well maintained and safety standards including smoke detectors and fire extinguishers are in place. Based on this review, the facility provides an overall safe environment due its proximity to town, design and security features.

_Cultural Experiences While in Udaipur_

**City Palace:**

City Palace located in the heart of Udaipur is a popular tourist destination experienced by youth and corporate trips. As the palace is a national monument it is heavily guarded and controlled by both security and local police. Led by a prearranged tour operator, the palace provides a safe environment for participants to experience the local history and culture.

**The Old City Walk and Visit to Jagdish Temple:**

During a visit to the Old City and tour of Jagdish Temple, participants are given the opportunity to walk through the shopping district after a tour of the temple. Country staff have pre-planned the route that encompasses a four block radius and have called on the assistance of trusted guides to observe and assist participants as they walk through the busy district. The area is heavily patrolled by police and as the community relies on tourist dollars, they take great steps to ensure visitors are not harassed. The largest risk face the participants is the numerous vehicles that race through the narrow winding streets of the old city. Participants need to be strongly briefed about travelling in pairs, sticking to one side of the narrow roads and do not expect the drivers to stop for them.
During the walk, the participants visit a local tailor shop, “Jailaxmai” and have lunch at “Millet’s of Mewar”. Both locations have been vetted and pre-screened by country staff to provide a safe location to experience local customs and food.

As the walk through the old city is limited to a confined area with guides and local police presence, if participants follow strict guidelines set out by country staff, safety and security should not be an issue.

**Main Accommodation**

**Araveli Camp:**
The Araveli Camp is located approximately 2 hours outside Udaipur and one kilometer from the village of Kelwara providing accommodation for up to 108 guests. Participants and corporate/family guests are accommodated with either covered tents (13) or cottages (3) that cover a walled and guarded 7 acre piece of land. There is varying terrain of flat manicured common areas accessible by guests to rocky steep hills not used by guests. Each tent or cottage is equipped with running water, electricity and air conditioning.

Safety features that are included in each accommodation include flashlights, mosquito nets and a cell phone to communicate with camp staff at any time. The rooms are equipped with air conditioning due to the extreme high temperatures reached at certain times of the year.

Attention to design and landscaping includes cemented walkways and flora, including lemon grass that acts as a natural deterrent to mosquitos.

The common dining area is large and designed with an open concept seating plan. Equipped with ample seating and lighting, the dining area meets food
and fire safety regulations and participants have a hand washing station close by.

The camp is equipped with a large secondary gathering pavilion located near the guest cottages. Used as both a dining area for corporate and family guests along with a facilitation location for programming, the pavilion meets the standards required by the risk management team.

**Food Safety:**
Due to the large number of guests that travel through Araveli Camp, great attention and forethought went into its design. Particular attention was paid to the area of food preparation and safety. The camp's kitchen is a standalone building with state of the art food preparation facilities which is professionally designed and managed to ensure food preparation and serving meet the highest standards. Due to the large numbers of guests with particular food allergies and tastes, the kitchen is designed meet the daily preparation needs while to minimizing the risk of cross contamination. Food preparation
stations utilize color coded cutting boards and each chef is trained and held responsible for the organization and cleanliness of their preparation area.

Food organization and storage is above average along with the training and organization of the kitchen staff.

The camp has the advantage of having current Chef Todawad, or “Chef KK”, as he is affectionately known, to ensure food meets or exceeds the standards set by the organization. Chef KK has over 20 years of experience in the hotel and restaurant industry and he along with his 6 co-chefs and 4 support staff are tasked with ensuring a healthy variety of meals and snacks for both participants and staff along with corporate and family guests.

Camp Safety:
Physical security for the camp is contracted out to a local security company that provides uniform security guards on a 24/7 basis. The size of the camp requires approximately seven guards during the day and ten at night. The guards are stationed at strategic locations throughout the seven acres and are
equipped with flashlights and cellular phones to communicate with one another and on the site camp manager.

Guards are trained to observe the perimeter wall, guest residents as well patrolling the walkways for hazards that include small animals and snakes. One guard is placed near the open watering hole visited by the local cattle that fills during the rainy season. The overall safety of the guests is the responsibility of each staff member from cleaner to manager.

Observations made during the visit show that the staff are cognizant of the need to be constantly aware of the safety and security of each guest. Senior staff has been familiarized with camp operations along with use of fire extinguishers placed throughout the camp.

The camp employs a full time electrician who maintains and monitors the electrical system of the camp which is equipped a large back-up generator that activates automatically in the event of a power interruption and is capable of providing ample power to all guest, kitchen and common areas.

Communication within the camp and that of the facilitators is via cell phone that could prove problematic in the event of a natural disaster. As satellite phones are illegal the country staff rely on CDMA technology and the use of several different SIM cards that would provide a series of options should a particular network be interrupted. The CDMA technology along with cell phone coverage has been tested at all build sites and is available as needed by facilitators.

The local community are happy to have the camp within close proximity as it helps to promote the local economy and a shared sense of security. Its proximity also adds to a sense of community to those around it as many camp staff live in provided housing within the town center allowing them to walk to and from the camp contributing to the economy.

**Secondary Accommodations**

**Kumbhalgarh Forest Retreat:**
The accommodation at Forest Retreat is located just outside Kelwara approximately three kilometers from Araveli on the other side of the town. It provides basic accommodation for 33 participants and is located off the main road leading into Kelwara. Staff compliment includes two night and one day
time guard along with 7 full time staff and 3 chefs. The camp is surrounded by a steep incline leading to the river bed below and neighbouring hotels.

The common dining area is well equipped and meets the needs of the participants and facilitators in providing a safe and secure location to carry on programming activities. Inspection of the kitchen facilities reveal standards that meet those required by the country staff to ensure the ability to meet the dietary needs of the participants including those with food allergies.

Inspection of the rooms used by participants meet the basic needs that include bedding, ceiling fans, air conditioning and electrical outlets. It was noted that the location is currently under renovations to increase its capacity. Deficiencies noted include exposed wiring and lack of smoke alarms and brought to the attention of management to make necessary corrections.
The facility is equipped with a backup generator, ample lighting and fire extinguishers. Although there are no local inspection agencies, the facility is licenced and inspected at the state level and wiring is inspected at least once a year.

Summary: Based on the site review of Forest Retreat, once the noted corrections to the electrical issues and smoke alarms installed in guest rooms are made, the facility meets the basic requirements of the risk management team in providing a safe location for participants to utilize.

Kumbhalgar Safari Camp:
Kumbhalgar Safari Camp, also located on the main road just outside Kelwara, across the street from Forest Camp. Less than a year old the camp is able to accommodate 40 guests at 2 per room. Owned and run as part of the Trillyy India chain of accommodations, this location is held to a higher standard meeting the chain’s quality requirements.
Each room is designed for two guests and provides above average accommodation within a safe environment.

The facility is equipped with a back-up generator and provides a large enclosed and air conditioned dining/common area that is available for gatherings and evening programming. The kitchen and food preparation areas are clean and equipped with an advanced water treatment system. Food safety practices are adhered to as the staff and chefs are professionally trained.
**Summary:** Due to its location, the rugged terrain surrounding the camp makes it difficult to gain access by foot. Safety and security at the camp meets the standards required.

**Arranyawas Camp:**

The accommodation at Arranyawas Camp is located approximately 45 minutes from the build site and one hour from Araveli. Set along the steep incline next to the riverbed, the camp recently upgraded its security measures at the request of the country facilitators. The camp recently installed a security fence along with a surveillance system to enhance the presence of security guards that patrol the area both day and night.

The rooms provide basic accommodations for the participants and country facilitators house approximately 50 guests here when required. As it is a shared facility with other hotel guests present at the same time, the participants are reminded of the need to be cognizant of basic security measures throughout their stay.
The kitchen and water supply are currently being renovated to meet the standards required by country staff and at this time bottled water is currently being provided to the participants until the supply can be verified. The location is also equipped with a backup generator and an electrician that monitors the electrical needs of the site.

*Summary:* Due to the proximity of Arranywas Camp to the build site, it meets the needs of the participant in providing a safe and secure location for accommodation. As noted the camp has responded to the requests by country facilitators to improve service delivery in certain areas including security fencing and kitchen improvements. As the site is working directly with the country facilitators the location can be considered acceptable to accommodate participants.

**Camps of India:**

The “Camps of India” is a secondary accommodation that encompasses 7 acres of land near the build site of Udawad. Family owned and operated, the facility has worked with country facilitators to upgrade and meet the standards required by risk management guidelines. The camp is located approximately 1 kilometer off the main road and its accommodation size and isolation contributes to its suitability to house only Me to We participants and the programming requirements.
The guest rooms provide basic accommodations with air conditioning and electrical outlets. During the tour, it was noted that some attention was required in the area of exposed wiring and repainting as needed.

Although the camp is not surrounded by fencing there is enough security with guards present during the day and night. The kitchen at Camps of India is basic and will need some attention in the area of food safety and training. Country staff are in the process of utilizing the expertise of Chef KK from Araveli to assist in upgrading the level of food preparation and menu selection. The camp also has an industrial generator that provides ample power in the event of a power disruption.

Summary: Due to its close proximity to the build site and eagerness to meet the needs of Me to We, Camps of India will become a more suitable accommodation as it continues to work with country staff to upgrade and modify the identified areas noted during the tour.
**Build Sites:**

**Bagad School:**

The build site at Bagad is approximately a 45 minute drive from Araveli located on a hill top location. The local government and community are very supportive adding to the security of the participants by constructing a road to the school in a show of support for future expansion.

As the Indian government is providing support for the construction of one classroom and the local government for another, it is apparent there is ongoing support by the community. In conversation with the head master of the school, it was determined that the residents in the area are both supportive and protective of the school and all who are contributing to its sustainability. Due to its proximity to accommodations, minimal traffic on the road and general location, the site provides a safe environment for participants to be part of the build.

**Barind School:**

The build site at Barind is a combination of school and health care center. The Anganwadi Health Care Center will provide maternal and child health care while the school section will provide education for grades 1-5. The health center will be government owned and operated and meet the health and safety standards of the government as required.
Benefits of the build site at Barind include:

+ Close to camp site, no further road travel required;
+ Community supportive of visitors;
+ Isolation reduces risk of targeted incidents.

Participants are provided safety equipment that includes steel toed boots, safety goggles and gloves. During the build, facilitators ensure safety practices consistent with the risk management policy are strictly adhered to. Water intake and health breaks are monitored by facilitators to ensure minimal health risk in the heat. Camp staff ensures sufficient quantities of bottled water are available at both the camp and build site.

Due to the intense heat experienced in the region, participants run the risk of heat exposure and canopies should be considered for those times where intense physical activities are taking place.

Due to the community support at the build sites enjoyed by Me to We there is little security risk while at the site. Local community members interact from time to time to see the progress of the building and lend support. In the event of an issue, the country translator and vehicle drivers are on site and available to interact with community members if needed. To date, this has not been required.

Summary: A review of the build sites along with travel routes to attend the sites have proven that road safety remains the largest risk factor. The policies and procedures implemented and maintained by facilitators based on the risk management philosophy help to drastically reduce the risk of injury while participating in programming.
Cultural Experiences near Kelwara

Kalthana Water Walk and Home Visit:

Approximately 35 minutes from Kelwara, near the Verdhara School build site participants take part in a community “water walk” and “home visit”. This experience entails a pre-arranged home visit to a local family and assisting them in the daily journey to obtain water. The participants, escorted by a facilitator and interpreter walk approximately fifteen minutes downhill to a nearby water pump and return carry a jug of water on their head. Once again, the community is very supportive of the initiative and keep a look out for the groups that come to visit.

Summary: Based on the location, supervision and community support the experience can be considered safe.

Ranakpur Jain Temple:
The Ranakpur Jain Temple is located 90 minutes from Araveli and closer to some of the secondary accommodations. Located in the village of Desuri tehsil between Johdpur and Udaipur, it is a 15th century temple and a national treasure. Due to it being a popular tourist location, security in and around the temple is quite extensive. Strict guidelines about dress and accessibility are enforced by local police and security personnel. Participants are given a walking tour by a pre-arranged tour guide who looks after all Me to We guests. The temple is located in a walled and secure compound with a strong presence of security. The greatest risk is the windy stretch of road that the participants travel to arrive at the temple.
Summary: Based on the overwhelming presence of police, military and security personnel, the temple tour experience can be considered a safe cultural experience.

**Kumbhalgarh Fort:**

The Kumbhalgarh Fort tour is located approximately ninety minutes from Aewareli Camp and is home to a small village within of 700 hundred people. The fortress contains several temples, a small village and is a UNESCO World Heritage Site. As it is a popular tourist destination and a prized treasure of the area, security at the site is extensive. There is a strong presence of armed police and military who control the entrance and the guests entering.

Summary: Based on the extensive level of security personnel in and around the location of the fort, the location can be considered a safe location for participants to enjoy a cultural experience while in India.
**Recommendations:**

Any operations within India are not without risks or challenges. However, operations within the area of Rajistan are located in a relatively stable part of the country. Udaipur and its surrounding towns and villages with its current stable government, provides a solid base for operations for Me to We to flourish.

Below are just some of the recommendations based on site visits along with conversation with camp staff and facilitators while on site:

1. A piece of equipment recommended for acquisition is the purchase of AED-defibrillator (Automated External Defibrillator). With recent technological advances, the portability and application of this crucial medical device provides a much needed part of any first aid kit. The cost and training required for its use is minimal and due to the remote areas visited, acquiring one should be without question. (The average cost is approximately $1500.00)

2. Road transportation and safety will continue to be one of the major risk management challenges. Travel on any road through India is not without risk and country staff must be vigilant in screening drivers, verifying vehicle maintenance and monitoring road conditions along route selections, especially during heavy rains.

3. Another concern is the need for increased training in dealing with mental health issues. Current practices by the risk management team attempt to mitigate the risk at booking times, however, once a participant arrives in Udaipur (or elsewhere) the signs and symptoms may present themselves leaving the facilitators to deal with issues that may affect the entire group.

4. As in country staff continue to vet and work with local accommodation providers, emphasis should be put on the basic requirements for safety that include the correction of any wiring issues and ensuring the installation of smoke alarms in each room. *This issue cannot be overlooked* and in country staff should consider purchasing a number of portable units that can be placed in each room as needed.

5. Other than Araveli Camp, food safety will need to be continuously monitored at secondary accommodations. Further training with the assistance of Araveli camp’s chef should be implemented as needed to ensure the strict guidelines set by the risk management team are met.
6. As the number of guests peaks during certain times of the year, consideration should be given to the possibility of employing an on-site medical staff person (ie. Nurse). In the event of a medical issue, physical or mental, this contracted professional would allow the facilitators to turn over issues related to a trained professional who can assess and advise the direction of care as needed. This would free up the facilitator to focus on the larger group needs. This medical officer could also be trained in mental health issues to help in this area.

**Conclusion:**

The review of Me to We operations in India was completed from a risk management perspective, however it was also reviewed from a prospective parent’s view deciding if their child should travel to this country.

Prior to visiting India, meetings were had with the Risk Management team in Toronto to discuss their protocols currently existing for all countries. Several documents including risk management documents were provided and reviewed. The documents provided a variety of possible situations and risks covering everything from lost luggage to serious personal injury or death. In each scenario, the document not only covers how to prevent a situation, but outlines a response process. Included in the process is how staff on the ground in the country should react and respond along with how the incident management team is deployed and managed. It is this type of forethought that has helped Me to We trips continue without major incidents.

During the visit a comprehensive review of operations was undertaken. From this evaluation it is apparent that the lodging, build sites and cultural experiences are well researched, planned and focus on minimizing risk while ensuring the participants maximize their experience. These factors along with the added benefit of a strong history of operations in India in combination with country staff that have a vast knowledge of the area and its history help to mitigate and manage risk.

Prior to the conclusion of the visit, an interview with country staff who are responsible for logistics and outreach coordination was conducted where topics discussed included road travel and site logistics. It is apparent that the
team is actively monitoring and reviewing all aspects of the risk management philosophy and policies required to keep the participants as safe as possible.

Their ongoing communication with local contractors and accommodation providers as well as their knowledge of local language and customs assists the country manager in both site planning and overall security of the participants.

The recommendations noted in this report should be considered and applied in order to further the safety and security of the participants and staff. The management and operations team who oversee India in conjunction with the Risk Management Team in the Toronto head office, always put safety and security first. They work tirelessly doing a commendable job continuously monitoring and assessing risk management focusing on the safety and security of each participant and staff member.

As a professional and as a parent, one should be would encouraged by the report as presented. Those seeking to attend or send a family member to experience what Me to We has to offer in India should feel comfortable in their decision in doing so.
DISCLAIMER:

During his travel, the author, Michael DUNN travelled to various accommodations and cultural experiences that a typical participant would take part in while in the country of India. During his time in the country, the writer was escorted to selected locations by country staff. The observations noted are based on personal observance, conversation with facility managers, participants, facilitators, country staff and cultural experience hosts.

The report and any recommendations are based on his personal and professional experiences. The photographs and observations made were taken from the perspective both as a parent wanting to ensure their child is safe and also from a risk management perspective.

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